

~~TOP SECRET~~

**INSPECTOR GENERAL'S SURVEY
OF THE
EASTERN EUROPE DIVISION**

MAY 1955

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TS# 103704
Copy 1 of 5

20 May 1955

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Survey of the Eastern European Division,
Deputy Director (Plans)

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1. The attached survey is an inspection of the operations, organization, and administration of the Eastern European Division

[REDACTED]
The recommendations and supporting information are submitted for your consideration and action.

2. Of necessity, the recommendations extend beyond EE Division and its field components which together form a part of the Clandestine Services. However, no attempt has been made to evaluate other DD/P components except where the effectiveness of the command and staff relationships assist or hinder the operations and activities of the EE Division.

3. Forwarded herewith is a memorandum for your signature which places on the Deputy Director (Plans) the responsibility for implementing the recommendations or informing you why they cannot be satisfactorily implemented.

FOIA b6

[REDACTED]
Leman B. Kirkpatrick
Inspector General

Attachment
Subject Survey

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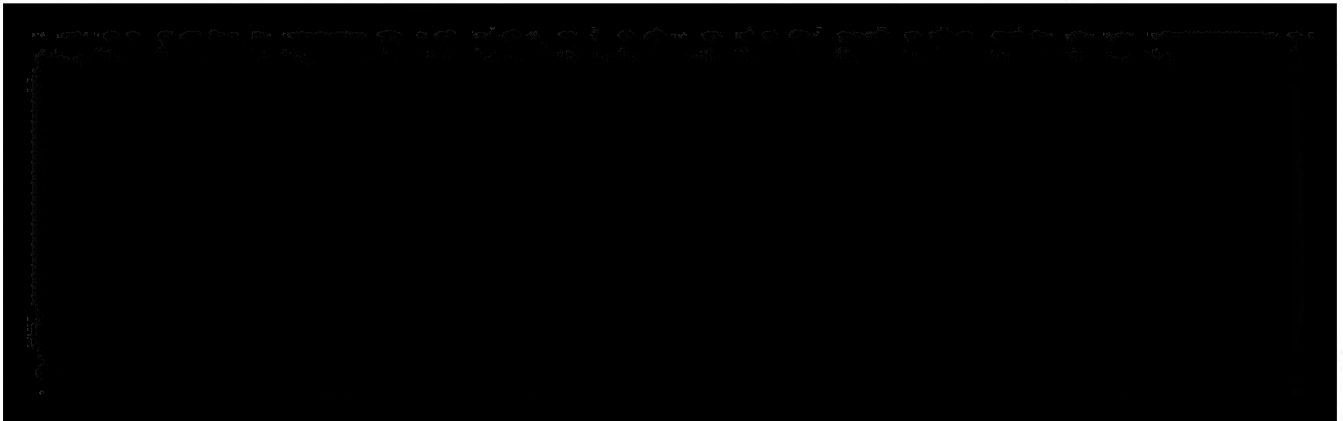
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I. SCOPE, OBJECTIVE, AND SUMMARY

25X1X4 A. This report is based on an inspection of the Eastern European Division and [REDACTED]. Although the [REDACTED] has been limited to the Division and its Missions, it has been conducted with due recognition of the fact that the EE Division cannot be meaningfully appraised as an independent entity unrelated to the Clandestine Services. The Division must be considered in the light of its command and staff relationships to other components of the DDP as well as to other parts of the Agency.

25X1X4 B. While it is outside the scope of this inspection to appraise other DDP components and staffs, it must be noted that the EE Division exists under a top-heavy superstructure which is evident in almost every aspect of its activity. This is particularly [REDACTED]

[REDACTED] Problems of the EE Division in this regard are no different, however, than those of the other Area Divisions with large field missions.

25X1X4 C. Within the limitations stated above, the purpose of this inspection has been: (1) to examine the extent of Agency authority to conduct various types of operations [REDACTED] (2) to assess the nature and scope of requirements and tasks placed on the Division and its overseas Missions; (3) to determine whether the Division is accomplishing the tasks which are expected of it; (4) to enumerate the problems which tend to prevent the Division from fulfilling its missions and objective; (5) to offer, as appropriate, appraisals and recommendations with respect to those operational activities investigated. 25X1X4

25X1X4 D. Clandestine activities in the countries within which the EE Division operates are influenced to an important degree by the diplomatic, political, economical and other environmental factors which prevail in those countries. Washington Headquarters and field personnel are generally alert to these factors and are attempting to make the necessary adjustments for protecting and extending CIA's intelligence interests.

F. The EE Division is well organized. In one form or another it has had twelve continuous years of existence and is able to profit from the operational and administrative experience gained in this period. The present budget of the Division is approximately \$2.5 million.

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G. Although the Division is up to its T/O strength, lack of experienced personnel remains one of its paramount problems. The Division has been remiss in developing long-range career plans for its personnel, although it has followed a sound promotion and rotation policy.

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H. In intelligence reports production, EE Division does not lack for quantity; roughly 45 percent of all reports produced in DDP come from EE's operations and liaison activities. The quality of individual reports and the coverage of important targets, however, leave much to be desired. Intelligence on political, military, and economic targets in the denied areas is exceedingly spotty. These insufficiencies will be reflected throughout various sections of this report.

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I. ■ activities of the EE Division do not want for permissive authority based on National Security Council (NSC) Directives, but there is a lack of an authoritative listing of priorities on the national level to guide the proper assignment of the various types of operations for which authority has been granted. Much has been accomplished in the PP field for which the Agency can be justly proud, but until specific requirements and the various Related Mission Directives arrive in the field operations will continue to be largely based on targets of opportunity and a vague general need.

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II. RECOMMENDATIONS*

1. That the DD/P undertake a review of the present functions of the three staff levels supporting EE field operations (DD/P, Division, and Mission Headquarters Staffs). Such review should determine what respective functions should be exercised by these staffs and the commands they support, to the ends that staffs are charged with providing guidance and review and that duplication among staffs and between staffs and commands is eliminated.

2. That the DD/P, the Chief/EE and the Senior Representatives should insure that operational personnel are constructively supported by staffs and higher echelons; that the Senior Staffs will move toward the Division; and in like manner the Division will move toward the Field and Mission Headquarters toward the Bases, rather than expecting operational personnel constantly, and often physically, to report back.

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*This section contains the major recommendations which have been extracted in substance from the body of the survey.

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III. GENERAL

A. Chain of Command and Staff and Command Relationships

1. The EE Division cannot be meaningfully surveyed as though it existed as a separate entity unrelated to the DD/P organization, the Deputy Director, and the Director. Like a division in a field army, the EE Division must also be considered in terms of its command and staff relationships to those Agency elements which roughly correspond to army commands and staffs. Viewed in this light, the EE Division exists under a superstructure so top-heavy that the effect is that of an inverted pyramid, with an inordinate number of people and responsibilities at the top and the Division itself at the bottom.

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4. EE's problem in this connection is not a Division but an Agency problem. CIA does not have sufficient competent people, now or in the foreseeable future, to staff four levels adequately.

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